

**PLACER COUNTY
COMMUNITY DEVELOPMENT
RESOURCE AGENCY**

FISCAL YEAR 2017-18

BUSINESS PLAN



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Office Locations

Community Development Resource Center

Auburn Location

3091 County Center Drive
Auburn, CA 95603

Community Development Resource Center

Tahoe City Location

775 North Lake Boulevard
Tahoe City, CA 96145

Introduction

Business Plan Purpose

The Placer County Community Development Resource Agency (CDRA) Business Plan documents the direction, activities, and resource allocations of the Agency. The purpose of this plan is to:

- Outline the highest priority goals and objectives for the next year
- Identify effective allocation of resources to meet priority goals and objectives
- Propose an implementation plan, including milestones
- Set performance measurements to track effectiveness of agency activities
- Report accomplishments for the past year

Business Plan Organization

This business plan is organized into seven sections. Section 1 provides an overview of the CDRA business unit and business plan. Sections 2 through 7 present goal and implementation plans for the CDRA Divisions.

Section 1 – Agency Overview

Section 2 – Administration and Finance Division

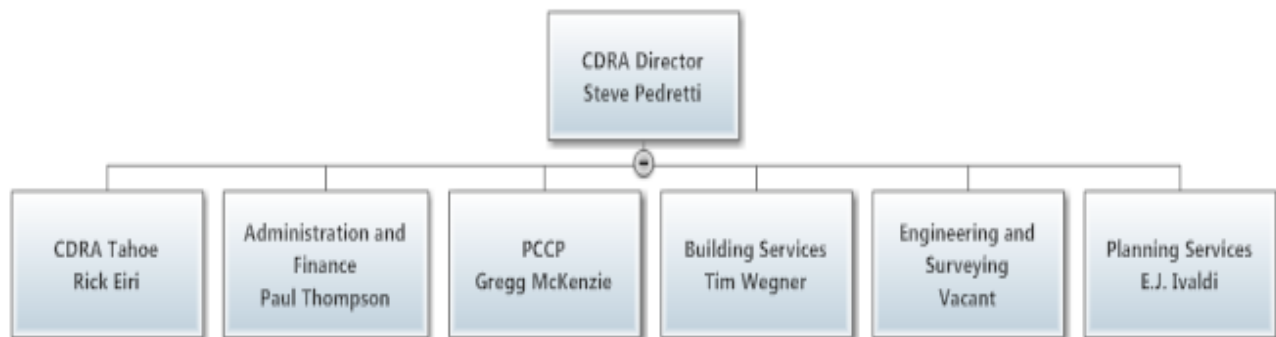
Section 3 – Building Services Division

Section 4 – Engineering and Surveying Division

Section 5 – Planning Services Division

Section 6 – CDRA Tahoe Office

Section 7 – Placer County Conservation Plan



Section 1 – Agency Overview

Business Unit Overview

CDRA is organized into six divisions:

Administration and Finance Division provides centralized administrative support to the CDRA. The division is responsible for budget development and monitoring, financial records, payroll, payment processing, staff recruitment and training, environmental coordination services, CDRA information technology needs, and the countywide geographic information system program.

Building Services Division – CDRA’s front line customer service provides services related to building construction and rehabilitation, including permit intake, providing information and other customer service, building plan review, permitting, and inspection. The division also provides code compliance for land use and building violations through enforcement of zoning code, building codes, health & safety codes, and other County ordinances, including enforcement of cannabis regulations.

Engineering and Surveying Division provides oversight of land development projects, including providing general engineering and surveying information, review of proposed entitlement projects, civil improvements, grading plans, surveying and mapping services, permit issuance (encroachment, grading and transportation permits), and surface mining review and enforcement.

Planning Services Division is the primary County entity responsible for the land development entitlement process, including creating long-term vision for our communities (through Board-adopted General Plan, Community Plans, and zoning ordinances), implements those plans through review and approval of subdivision maps and other entitlements, and supports countywide economic development and affordable housing programs.

CDRA Tahoe Division is a CDRA satellite office that includes Building Services, Code Compliance Services, Engineering and Surveying, and Planning Services – essentially a smaller version of the CDRA Auburn office, but with all functions within a single division.

Placer County Conservation Program is providing the framework to protect, enhance and restore the natural resources in Western Placer County while facilitating economic development by streamlining environmental permitting for covered activities. The program includes a joint Habitat/Natural Community Conservation Plans that protects fish and wildlife and their habitats, and the County Aquatic Resources Program that protects streams, wetlands, and other water resources.

Vision

Providing Great Communities

CDRA staff is involved in planning, financing, reviewing, inspecting, and/or administering programs related to County land use and infrastructure. CDRA's commitment is to create and maintain communities that complement the natural resources of Placer County, thereby providing the physical environment that allows great communities to evolve. Placer County is in the midst of a pivotal era, wherein the future vitality of the County is being decided. CDRA is integrally involved in helping shape that future.

Fiscal Year 2016-17

Last year was a time of change for CDRA. The previous agency director retired and a new director was hired. Several large projects were adopted by the Board of Supervisors: Martis Valley West, The Villages at Squaw Valley, and the Tahoe Basin Area Plan are all important projects in the Tahoe area. Other projects of significance were underway, such as the Sunset Area Community Plan update, Placer Ranch Specific Plan, Regional University Specific Plan amendment, which have potential to create tremendous economic vitality in the region. The Placer Vineyards, Riolo Vineyard, and Bickford Ranch Specific Plan, began preparing for construction in earnest, representing the potential for large-scale development projects in the unincorporated west Placer County in many years.

Fiscal Year 2017-18

In FY17/18, CDRA expects a surge in new development projects beyond the scope seen in Placer County in many years. This reflects the improved economy and pent up demand since the onset of the Great Recession, during which very little development occurred. Several very large, previously approved Specific Plan areas are currently readying for construction; at the same time, CDRA is leading large long range planning projects that have the potential to provide lucrative economic returns to the region, but that also require significant County resources to bring them to fruition.

Since the recession, CDRA as an organization has seen a significant reduction in workload, which was reflected in staffing reductions. Staff turnover has been considerable and much institutional knowledge has been lost. Included in the turnover is new agency leadership. Consequently, it is a good time for CDRA to reevaluate its organization, processes and priorities to ensure that it can meet the requirements of the coming workload.

To provide extraordinary services in meeting the community development needs of Placer County, CDRA will be focusing efforts in FY17-18 on the following initiatives:

1. Organization/staffing
2. Processes/efficiencies
3. Culture
4. County priorities

In short, CDRA is focusing this year on hiring good staff, ensuring they are properly organized and trained, reviewing and adjusting its processes for maximum efficiency using improved technology as appropriate, promoting a “can-do” culture of customer service, communication, and collaboration that gets results in achieving the County’s highest priorities.

Organizational Initiatives

Organizational goals include hiring the right number of staff, ensuring that staff are adequately trained, and creating an organizational structure that can provide proper support.

1. Staffing
Hiring adequate staff to meet increased workload.
2. Training
Provide technical training as needed for state of the art knowledge. Recent training sessions on the California Environmental Quality Act program and the AB52 (Native American culture) have been provided to staff.
3. Organization
Adjust the CDRA organization as needed to meet changing community development needs. Most recently a Housing and Economic Development Section was created as a separate unit within the Planning Services Division.
4. Prepare CDRA Fee Update Study
Determine fees appropriate to offset the cost of providing CDRA services – accounting for new efficiencies to minimize costs.

Process/Efficiency Initiatives

CDRA is committed to providing the most efficient and cost effective services to our customers. Toward that end, several initiatives are underway to reduce the time and effort associated with CDRA services:

1. Predevelopment meetings
Revised processes: applicants are receiving staff comments in advanced, following set agenda for improved organization.

2. Online building permits

Building Services now accepts online applications for six minor permits and plans to allow all permits to be submitted electronically by year end.

3. Electronic plan checking

By the end of FY17-18, all planning, engineering and surveying, and building permit plans will be allowed to be submitted electronically. CDRA Staff is taking the lead and coordinating with partner agencies, including other County departments, Placer County Water Agency (PCWA), and CalFire to jointly process, review, comment and approved entitlement applications, improvement plans, and building plans electronically.

4. Tahoe area permitting improvements

CDRA is crafting Memoranda of Understanding with the Lahontan Regional Water Quality Control Board and the Tahoe Regional Planning Agency to allow CDRA to issue permits on those agencies behalf, saving customers processing time.

5. Development Streamlining Committee

Ongoing meetings with CDRA development customers and partner agencies to review issues and improve efficiencies related to development processing and recommend changes.

Cultural Initiatives

Cultural priorities focused inward to the CDRA organization and include creating a unified culture of leadership, customer service, common direction, and excellence in providing services. There are some specific goals established in this business plan with a cultural focus. However, culture is best created by infusing “cultural emphasis” in everyday projects, processes, and programs. Culture is therefore being established not just by the goals of this initiative, but as part of all CDRA organizational, processes, and initiatives.

Implementation of cultural priorities establishes the basis for achieving improved efficiencies, cost effectiveness, and better customer service results for CDRA.

1. Communication

Both internal and external communication is being emphasized.

- a. Internal goals

- 1) Periodic CDRA Updates from the director to all staff.
 - 2) Various CDRA all hands, divisional, and other staff meetings.
 - 3) CDRA Speaker Series – monthly opportunities for staff to hear from members of the Board of Supervisors, County department heads, or outside agencies (such as the Executive Vice President of the Greater Sacramento Economic Council)

- b. External goals

- 1) Improve CDRA website. This will be an ongoing effort to improve CDRA websites to provide more and better information in an easily readable format to meet customer needs.

2. Customer Service

Customer service standards shall be set for all CDRA staff.

3. Partnership/Coordination/Integration with County departments and CDRA divisions
Integration of CDRA services across division boundaries occurs through emphasis on cross-functional teams, meetings, and work product.

- a. *Include CDRA partner agencies in different venues to improve communication, understanding, and set common goals. For example, staff from other County departments, PCWA, City of Lincoln, and others are invited to the CDRA Speaker Series and Development Streamlining Committee meetings.*
- b. *Identify general CDRA improvements that support County goals and priorities including economic development priorities.*
- c. *Facilitate recurring meetings with other divisions and departments to ensure proper coordination on all projects.*
- d. *Explore best practices for sharing information about projects programs with County staff.*
- e. *Provide input and subject matter expertise in support of the County's State and Federal legislative platform,*

4. Coordinate with partners in region / participate in regional initiatives

Continue representing the County interests while participating in a number of regional initiatives, including but not limited to:

- a. *Sacramento Area Council of Governments (Metropolitan Transportation Plan/Sustainable Communities Strategy, Regional Housing Needs Allocation) and various funding opportunities and programs*
- b. *Greater Sacramento Economic Council*
- c. *Tahoe Regional Planning Agency: TRPA Regional Plan and Tahoe Basin Area Plan implementation, and various funding opportunities and programs.*
- d. *Various efforts with local cities: Border Committee (with City of Roseville), etc.*

County Priorities

CDRA is currently involved in several projects that are high priorities for Placer County. Countywide priority projects are:

1. Economic Development

- a. Placer Ranch Specific Plan (including Sacramento State satellite campus)
- b. Sunset Area Plan (processing concurrently with Placer Ranch SP)
- c. Regional University Specific Plan Amendment

2. Placer Legacy and Conservation Planning

- a. Placer County Conservation Plan
- b. Squaw Creek Restoration Project and Truckee River Corridor Access Plan

3. Specific Plan Implementation (CFD/CSA formation; small lot map, improvement plans, and building permit processing)
 - a. Placer Vineyards
 - b. Bickford Ranch
 - c. Riolo Vineyard
4. Housing Program
 - a. Affordable/Attainable/Workforce Housing (with partner agencies)
 - b. Homeless shelter (assisting in determining a location for long-term shelter)
5. Plans and Zoning Ordinance Updates
 - a. Cannabis Ordinance update and implementation/enforcement.
 - b. Climate Action Plan
 - c. Community Plan Technical updates (Granite Bay, Foresthill and Meadow Vista)
 - d. Winery/Brewery Ordinance
 - e. Targeted zoning ordinance updates/text amendments (setback ordinance; cell tower ordinance; sign ordinance; etc.)

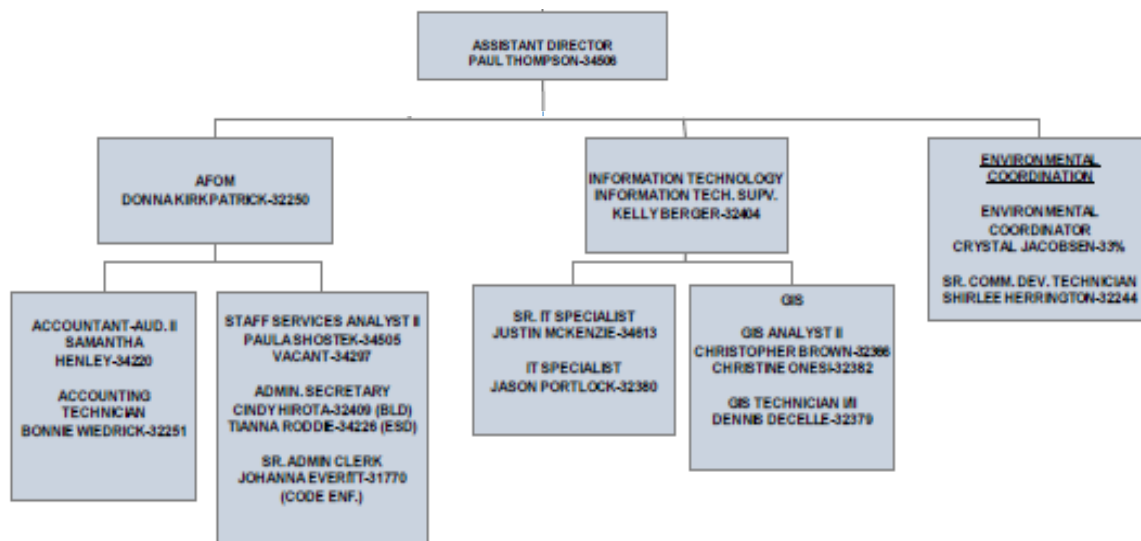
Section 2 - Administration and Finance Division

Overview

The Administration and Finance Division provides centralized administrative support to the entire Community Development Resource Agency. The Administration and Finance Division is funded through cost allocation to its service recipients as well as the County General fund. The division comprises six units: Finance; Payroll/Accounts Payable/Accounts Receivables; Personnel; IT/GIS; Counter Services; and Environmental Coordination Services.

One of the goals of forming the Community Development Resource Agency in 2006 was to leverage the administrative resources of multiple departments to gain efficiency and consistency. The division has continued its progress toward this objective over the past 10+ years, largely devoting its efforts to establishing a foundation for conducting business. Strategies for achievement included restructuring staff assignments to better align resources with operational needs; merging and improving disparate policies and procedures; and providing training to Agency staff on updated administrative processes.

The division will continue to assign significant resources in Fiscal Year 2017-18 to the preparation for and implementation of the County's new Enterprise Resource Planning system, "Workday". The system will radically change the way the Agency conducts daily business and offers substantial improvements to the division's ability to share information with and deliver service to its customers, both internal and external. A considerable commitment to business process development will be made on behalf of the Agency.



Finance

The Finance unit is primarily responsible for developing and monitoring the Agency budget and financial records. In its effort to streamline processes and develop consistent accounting practices for each of the merged departments, the unit's ability to provide accurate financial reporting is paramount. The Finance unit is constrained by the need to maintain multiple databases to augment the recordkeeping capacity of the County's current financial system. As such, this unit will lead the Agency's efforts to implement the financial components of the new Workday system, including the chart of accounts, project billing, cost allocation and timekeeping modules.

Finance – Notable Accomplishments in Fiscal Year 2016-17

- Submitted FY 2017-18 proposed budget utilizing the new “*Board*” software
- Streamlined at-cost invoicing process to provide more timely invoicing
- Participated in workshops to define current processes for ERP replacement project

Finance – Major Goals for Fiscal Year 2017-2018

#	Goal	Completion Date
1	Prepare budget status report based on programs	Jul 2017
2	Submit FY2017-18 final budget adjustments	Aug 2017
3	Provide training on Agency budget development and budget projections using Board software	Nov 2017
4	Overhead rates calculated and submitted for approval to Auditor-Controller's office	Dec 2017
5	Implement updated Agency fees following Board review and approval	Jan 2018
6	Complete fee study	Apr 2018
7	Refine cost accounting setup for CDRA and develop department-specific documentation for training and implementation of new financial system	Apr 2018

Payroll, Accounts Payable, and Accounts Receivable

The Payroll, Accounts Payable, and Accounts Receivable unit is responsible for biweekly payroll processing and recordkeeping, prompt payment of all invoices, and billings to Agency customers. This unit addresses a high volume of financial transactions and coordinates with the Auditor-Controller's Office to ensure accurate, timely payments and contract compliance. This unit will also be significantly affected by the implementation of the Workday system. Engaging this unit to properly automate many of its transactions will alleviate resources from burdensome manual processes and allow staff to focus efforts on refining policies and procedures for maximum efficiency.

PR, AP, AR – Notable Accomplishments in Fiscal Year 2016-2017

- Trained and cross-trained Tahoe staff in Deposits and Timesheet Authorizations
- Processed a variety of fiscal transactions for the Agency, including:
 - Invoices
 - Travel and expense reimbursement requests
 - Credit Card transactions
 - Various monthly billings and associated revenue entries
 - Receipts and deposits
 - Correction and billing journals to reflect accurate accounting
 - Discounts on numerous vendor accounts
 - Customer refunds
 - Updated Exigis database and improved vendor insurance

PR, AP, AR – Major Goals for Fiscal Year 2017-2018

#	Goal	Completion Date
1	Cross train staff for continuity of operations; develop strategies for staff retention	Ongoing
2	Cross train staff on both procurement and contracting functions for better coverage and business continuity	Ongoing
3	Process payroll, accounts receivable, accounts payable, labor, journal corrections, etc.	Ongoing
4	Assist with Workday strategic design, including: <ul style="list-style-type: none"> a. Chart of Accounts b. Cost Accounting c. Procurement/Accounts Payable d. Reporting e. Control Environment 	Ongoing

Personnel

The Personnel unit is responsible for facilitating recruitments and staff selections, assisting with disciplinary processes; monitoring injury and illness reporting; and coordinating safety and training initiatives. This unit serves as liaison between the County's Human Resources and Risk

Management divisions and Agency staff. This unit is also responsible for personnel recordkeeping on behalf of the Agency and processing all personnel transactions.

This unit's primary objectives for Fiscal Year 2017-18 is to efficiently conduct business within the structure of the Agency. The implementation of Workday will streamline position control efforts and personnel transaction processing, which will allow resources to be redirected to staff development endeavors on behalf of the Agency.

Personnel – Notable Accomplishments in Fiscal Year 2016-17

- Processed 25 requests to fill position vacancies, resulting in 22 new hires or promotions
- Managed 10 injury/illness cases (work related and non-work FMLA/CFRA)
- Streamlined Agency position allocation management and reporting
- Distributed the Manager's Hiring Guide (a comprehensive resource packet for new hire planning and recruitment requests) to Supervisors and Managers
- Streamlined timesheet, leave request and overtime approval process

Personnel – Major Goals for Fiscal Year 2017-18

#	Goal	Completion Date
1	Generate and distribute mandatory training reports from Target Solutions for Agency training and general staff development	Jul 2017
2	Reduce number of Agency late performance evaluations from 43 to zero	Jun 2018
3	Coordinate CDRA Academy training schedule	Ongoing
4	Continue to provide training on Agency recruitment and staff selection procedures	Ongoing

Personnel – Performance Measures

Measure	Target	FY 2016-17 Actual
1. Percentage of on-time annual performance evaluations for all Agency staff	100%	N/A
2. Percentage of supervisory employees completing required interactive training and education regarding sexual harassment	100%	N/A

Environmental Coordination Services

The Environmental Coordination Services Unit performs administrative and coordination activities related to environmental review for the County. The Unit plans, organizes, and manages the County's environmental review program; provides coordination of the environmental review process with County departments and with city, regional, and state agencies; and is responsible for implementation of California Environmental Quality Act (CEQA) and National Environmental Protection Act (NEPA).

ECS – Notable Accomplishments in Fiscal Year 2016-17

- Auburn Creekside Center EIR Certified 08-25-16
- Martis Valley West Parcel EIR Certified 10-11-16
- Park at Granite Bay EIR Certified 10-11-16
- Village at Squaw Valley Specific Plan EIR Certified 11-15-16
- Tahoe Basin Area Plan / Tahoe City Lodge EIR Certified 12-06-16
- Northstar Mountain Master Plan EIR Certified 02-21-17
- Palisades at Squaw Valley EIR Certified 02-23-17
- PlumpJack at Squaw Inn EIR Certified 02-23-17
- 14 Negative Declarations/Mitigated Negative Declarations Adopted year to date
- 30 Predevelopment Meetings held year to date
- Recruited and hired an Environmental Coordinator

ECS – Major Goals for Fiscal Year 2017-18

#	Goal	Completion Date
1	Transition processing of Board Staff Reports from ECS to Administration	Jun 2017
2	Create Mitigation Monitoring and Reporting Program with follow-up inspections	Jun 2017
3	Completion of Negative Declarations/Mitigated Negative Declarations currently at various stages of environmental review	Ongoing
4	Certification of the following EIRs: <ol style="list-style-type: none"> Whitehawk I/II Subdivision Placer County Retirement Residence Quarry Ridge Professional Office Complex Alpine Sierra Subdivision Hidden Falls Regional Park Trails Network Expansion Project Placer County Conservation Plan Providence Park Regional University Specific Plan Amendment Squaw Valley/Alpines Meadows Base-to-Base Gondola Sunset Area Plan Update/Placer Ranch Specific Plan White Wolf Subdivision Winery/Brewery Ordinance Zoning Text Amendment 	Ongoing

General Administration

The General Administration unit is responsible for all administrative needs of the Agency. This includes supporting the Deputy Directors of Engineering and Surveying (ESD), Planning Services Division (Planning), and Building Services Division (Building) along with support for all staff within the agency. It also includes the administrative function of Planning Commission, Zoning Administrator/Parcel Review Committee and Code Compliance hearings, as well as processing Board of Supervisors staff reports for the Agency.

General Administration – Notable Accomplishments in Fiscal Year 2016-17

- Hired and trained 6 new Administrative staff for Building, ESD, and Planning
- Processed 375 Planning applications
- Zoning Administrator/Parcel Review Committee had 171 items go to hearing

- Planning Commission had 63 items go to hearing
- Met every deadline for Planning Commission, Zoning Administrator and Parcel Review Committee (ZA/PRC) which includes Legal Noticing, Staff Reports, and Agendas
- Implemented electronic distribution of ZA/PRC and non-hearing entitlement applications to the DRC
- Automated the Notice of Exemption Form
- Managed a 367% increase in Public Records Act request compared to FY15-16
- Updated fee schedules for Planning, Building, ESD and CalFire
- Processed 41 Board Staff reports year to date including contract amendments, budget revisions, major project proposals, code ratifications, zoning text amendments, etc.

General Administration – Major Goals for Fiscal Year 2017-18

#	Goal	Completion Date
1	Develop approach for scanning backlog of Planning files	Apr 2017
2	Transition processing of Board Staff Reports from Environmental Coordination Services to Administration	Jun 2017
3	Work with Divisions to transition to electronic application intake <ul style="list-style-type: none"> a. Engineering and Surveying Division b. Building Division c. Planning Division 	Jul 2017 Sep 2017 Mar 2018
4	Reduce the number of Public Records Act requests received by reviewing and improving the process	Ongoing

General Administration – Performance Measures

Measure	Target	FY 2016-17 Actual
1. Implement electronic application submittal, distribution, and plan check	100%	N/A

Geographic Information Systems (GIS)

The Agency's Geographic Information Systems (GIS) program provides county-wide support services including database management, mapping, spatial analysis, technical support and special projects. The GIS team manages web based mapping applications such as the Placer County Open Data site and the public GIS web map application. The GIS program actively promotes GIS use throughout County government. The GIS team manages the County-wide GIS budget as

it relates to software maintenance, database management, training and technical support. In addition, the GIS team provides consulting services, custom data and map requests, and data creation for those departments that do not have internal GIS support.

GIS – Notable Accomplishments in Fiscal Year 2016-17

- Developed open data web site in order to provide public access to data and maps
- Created web mapping applications in order to provide public access to Planning entitlements, building permits and code compliance cases.
- Developed prototype financial analysis and land use model for Bickford Ranch Specific Plans using Geoplanner
- Developed prototype notification web map for special events in the Tahoe Basin
- Developed draft GIS-based Story Map describing the efforts in the Sunset Area Community Plan

GIS – Major Goals for Fiscal Year 2017-18

#	Goal	Completion Date
1	Develop addition web mapping application including, but no limited to demographics, tax rate areas, and fire/school districts	Jan 2018
2	Refine and fully implement financial analysis and land use models using Geoplanner	Jun 2018
3	Assist Economic Development to provide a greater digital presence. This will include demographic, business, and education statistical research, web maps, and story map	Jun 2018
4	Assist the County Assessor's Office in streamlining data maintenance workflow	Jun 2018
5	Continue GIS data maintenance and updates on an ongoing basis	Dec 2018

GIS – Performance Measures

Measure	Target	FY 2016-17 Actual
1. Completion of three web mapping applications	100%	
2. Implementation of Economic Development web site with supporting maps and statistics		
3. GIS database design to support PCCP implementation	100%	
4. Develop and demonstrate financial analysis and land use model for Sunset Area	100%	
	100%	

Information Technology (IT)

The Information Technology (IT) program provides a wide range of technical support to CDRA primarily, but other County departments when necessary. This includes managing the Accela permitting program including custom configuration, report writing, database management and technical support. Beyond permit processing, the IT program manages and provides technical support for other application including Q-Flow (customer service/appointment scheduling software), Sire Electronic Document Management System, AutoCad, Interactive Voice Response, and the CYMA accounting and field data collection programs. The IT program also provides desktop support, software installation, server management, customer support, troubleshooting, web site management, Pictometry and online payments.

IT – Notable Accomplishments in Fiscal Year 2016-17

- Expanded public access to building inspection scheduling
- Developed online Building permit application process
- Performed on-going enhancements to Accela permitting system
- Reconfigured Accela server infrastructure to increase system speed

IT - Major Goals for Fiscal Year 2017-18

#	Goal	Completion Date
1	Upgrade Q-Flow to most current version	Sep 2017
2	Expand online Building permits to more complex permits types	Dec 2017
3	Implement additional Q-Flow enhancements such as ticketing system, online presentation of waiting times, and kiosk-based systems	Mar 2018
4	Develop permit open data website	Jun 2018
5	Design and develop PCCP permitting process	Jun 2018

IT - Performance Measures

Measure	Target	FY 2016-17 Actual
1. Upgrade Q-flow software to current version	100%	
2. Implement online presentation of waiting times and appointment scheduling	100%	
3. Expand Building permits to include permit requiring plan check	100%	
4. Develop open data web site	100%	
5. Design permitting process for Accela to support the PCCP	100%	

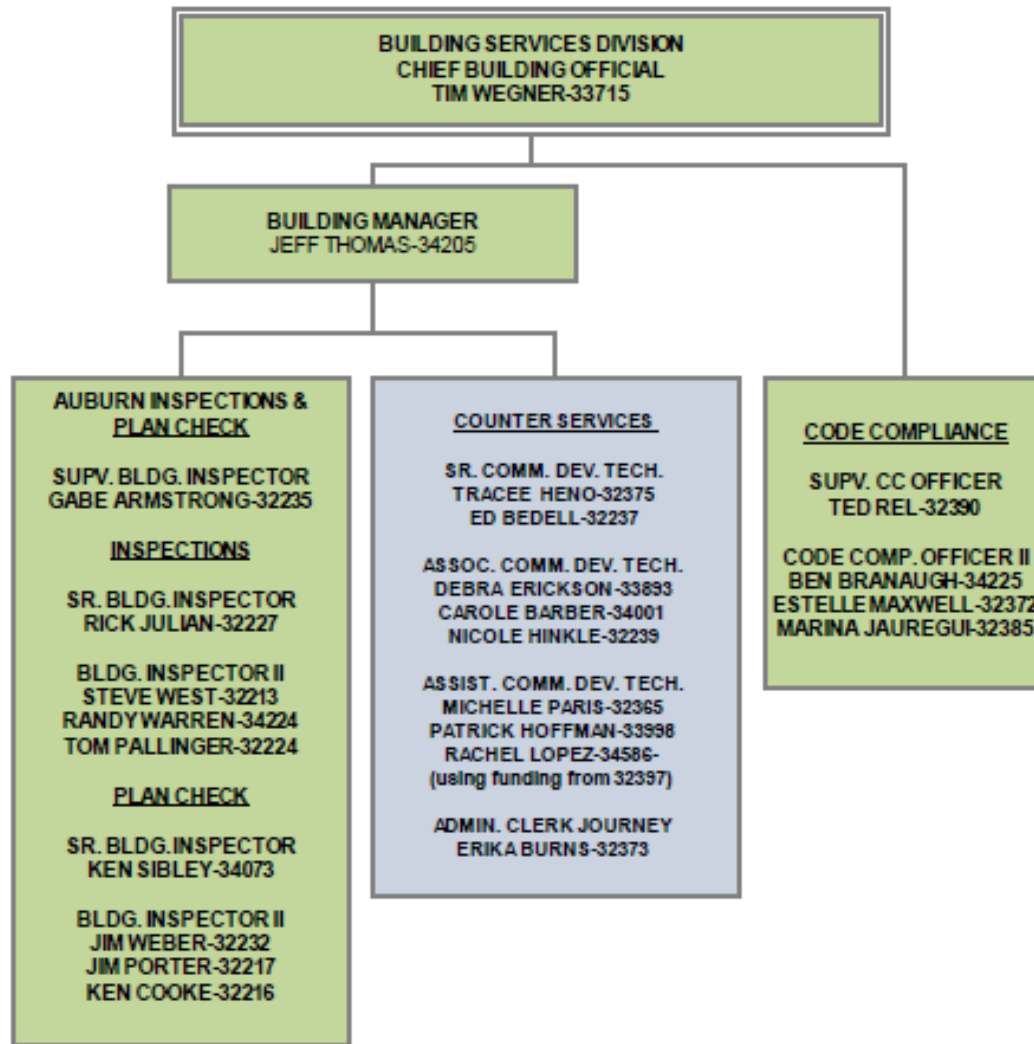
Section 3 - Building Services Division

The Building Services Division offers a variety of land-use services to the unincorporated community through three distinct units in two offices—Auburn and Tahoe. Building Services is responsible for all building permits for Placer County. Services focus on administration of the building permit process, plan check of building plans, and inspection of building construction, pursuant to the local Building Ordinance and state laws. Building Services maintains records for the duration of the building's existence as required by state law. The building permit process requires the applicant to pay building permit fees for providing building services, but also collection of development impact fees.

- *Building Services* offers next day inspections, over-the-counter, and traditional plan check when permits are required. The team helps the community assure compliance with County and State construction standards--the California Building Standards Code (Title 24). The team further provides emergency service functions many times through the County's Emergency Operations Center.
- *Counter Services* provides a variety of customer and land-use services through walk-in, call-in, over-the-counter, and online functions. The Counter serves as the pipeline to the three CDRA disciplines ensuring proper workflow for permit issuance.
- *Code Compliance* receives, investigates, and remedies land-use violations up to and including administrative citations and abatements. The team, in cooperation with the Placer County Sheriff's Office, has been tasked with reducing the number of cannabis grows in the unincorporated County as approved by the Board of Supervisors. Finally, Code Compliance conducts three administrative hearings (land-use, cannabis, and abatement) in an effort to resolve complaints where little or no action has occurred.

Mission Statement:

"Together, Helping the Community Build Safe, Sustainable,
and Harmonious Dreams"



Notable Accomplishments in Fiscal Year 2016-17

1. Major Projects

- a. Assisted with the development and implementation of the County's cannabis regulation and enforcement teams including an administrative hearing process. Additionally, regulation and enforcement presentations were conducted at each Municipal Advisory Council, several Placer County Association of Realtor meetings/Lunch and Learns, and a Town Hall meeting ensuring an informed community.
- b. Implemented the 2016 California Building Standards Code (Title 24) as mandated by the State of California with local amendments. This included updating and reorganizing the layout, for clarity purposes, of the Placer County Code Chapter 15,

- Article 15.04, and assisting each fire district with California Fire Code ratification through the Board of Supervisors.
- c. Implemented a program intended to capture and respond to weekend complaints regarding winery, brewery, and event centers (typically noise related) where the activity occurs outside code compliance's normal business hours.
 - d. Established contracts with three outsource firms to assist with plan check and inspection workloads in continuing public/private partnerships as a way of delivering efficient service.
 - e. Assisted four significant projects with the selection and subsequent contract of "third-party" firms for the purposes of plan check and inspection of projects greater than five million dollars. These projects included: Hilltop Marriot (Auburn), Hearthstone "Timberline" Elder Apartment Complex (Auburn), Amazing Facts Church (Granite Bay), and Welk Resorts Bldg. "C" (Northstar).
 - f. Provided emergency services by completing damage assessments on 30 winter storm related damaged structures in the High Country.
 - g. Implemented a comprehensive safety plan including a "Heat Illness Prevention Plan", and similar workplace safety topics related to construction/field/front-line services.

2. Customer Service/Efficiency

- a. Participated in the development and implementation of the County's Citizen Relationship Management system. The web-based system allows the public to submit complaints to code compliance through their computer or smart phone including photos. Once the complaint is received, the system automatically responds to let the customer know the complaint was received and the status of the case as it progresses.
- b. Implemented online permitting, as of February 1, 2017 for simple permits including solar, reroof, window change-out, water heater replacement, electrical, plumbing, and mechanical.
- c. Provided community outreach presentations on topics such as code compliance, zoning, building code, cannabis, and similar at Placer County Association of Realtors (Country Day and Lunch & Learn) and specific realty offices as requested.
- d. Implemented over-the-counter plan check function in Tahoe with the goal of issuing simple permits the same business day.
- e. Developed twelve brochures to bring clarity to the land-use process:
 - i. Tiny homes & RV's
 - ii. How to get a kitchen remodel permit
 - iii. Master plan guidelines
 - iv. How to get a bathroom remodel permit
 - v. How to get a swimming pool permit
 - vi. How to get a manufactured home permit
 - vii. Planning Appeal process

- viii. Certificate of Compliance
- ix. Minor Boundary Line Adjustment
- x. Site plan information
- xi. Variance information
- xii. Williamson Act information

Ongoing Accomplishments/Statistics

1. Building Service:

- a. 6,074 permits submitted
- b. 5,582 permits issued
- c. 15,350 building inspection stops
- d. 40 damage assessments
- e. 0 Building Board of Appeals

2. Code Compliance:

- a. 507 total complaints received
- b. 202 number of cases closed, does not include unfounded or referred
- c. 20 administrative hearings conducted
- d. 0 cannabis hearings conducted as of April 2017
- e. 2 abatement hearings conducted
- f. 6 abandoned vehicles removed

3. Counter Services:

- a. 3,273 permits issued “same day”
- b. 14,893 total customer visitors to CDRA (not including other depts.)
- c. 21,394 customers served by reception for CDRC services (including other depts.)
- d. 3,935 returned phone messages (front counter)

Major Goals for Fiscal Year 2017-18

#	Customer Service/Efficiency Improvements Goal	Completion Date
1	Enhance online permitting to include master plan projects, swimming pools, and smaller projects	Aug 2017
2	Implement customer service feedback cards with both inspection and plan check functions to find improvement opportunities	Sep 2017

3	Implement permit streamlining program(s)--i.e. PASS, Permit Simplicity, B.E.T.T.I.R.	Sep 2017
4	Implement online submittal and electronic plan checking for all permit types	Oct 2017
5	Implement field tablets/laptops for code compliance officers so they have access to case/property information in the field creating efficiencies	Nov 2017
6	Create a permit scanning process in support of the Placer County Assessor's Office request for electronic records. This includes site and floor plans	Nov 2017
7	Upgrade Q-flow, the counter services customer queuing system: <ul style="list-style-type: none"> i. Allow the customer to check-in online before arrival, reducing their wait time. ii. Enable self-check-in through a Kiosk at the lobby reducing reception volume and expediting check-in as well as distributing customers to other CDRC departments without reception check-in. iii. Display current and average wait times available live on the County's website so customers can target lobby visit times that meet their needs. iv. Allow customers to make appointments with technicians and plan check staff to assist with expedited plan checking programs and customer inquiries. 	Jan 2018
8	Develop at least seven new brochures to bring further clarity to CDRA programs and services	Apr 2018
9	Update the Auburn lobby digital signage system with the most current Agency and County related news and information <ul style="list-style-type: none"> i. Accessory Structures Requirements ii. Second Units Requirements iii. Agricultural Building Conversion Requirements iv. Facility Fee Information v. Green Houses Requirements vi. Roof and Ground Mount Solar Requirements vii. Winery and Brewery Development Requirements 	Ongoing

#	Major Projects Goal	Completion Date
1	Develop a performance measure report for Building Services, Code Compliance, and Counter Services to disclose program effectiveness and goal/priority alignment	Jul 2017
2	Develop and implement a CDRA-wide employee recognition program as an employee engagement effort intended to boost morale and production	Dec 2017
3	Implement inspection routing software automating the manual routing system, and creating the most efficient field inspection routes in an effort to control costs	Apr 2018
4	Develop an abandoned vehicle program that is funded through DMV registration fees. Program funds are used to remove unwanted/abandoned vehicles at the private property owner's request. The program will reduce recurring costs to the County.	Apr 2018
5	Develop program manuals outlining program specifics and performance measures for each server unit.	May 2018

Performance Measures

1. Provide Building Services that meet the following performance standards:
 - a. Next day building inspection services to permit holders 98% of County business days with limited rolled or cancelled inspections.
 - b. Rapid damage assessments as requested by emergency service personnel.
 - c. Return each technical-line phone call the same business day.
 - d. Return customer phone calls and e-mail inquiries within 24 business hours of contact.
 - e. Building Plan Check services that meet the following performance standards.

Plan Check Turn-Around Goals				
Project Type	Peak (Apr-Oct)		Non-Peak (Nov-Mar)	
	First-Check Goal	Re-Check Goal	First-Check Goal	Re-Check Goal
Commercial/Industrial	2-4 weeks	1-2 weeks	1-2 weeks	1 week
Single-Family Dwelling	2-4 weeks	1-2 weeks	1-2 weeks	1 week
Quick-Checks	1 week	2 days	1 week	2 days
Over-the-Counter	same day permit issuance			

Performance Measure Table

	FY 13/14		FY 14/15		FY 15/16		FY 16/17 (July-Jan)	
Permit Type	Met Standard	Number Issued	Met Standard	Number Issued	Met Standard	Number Issued	Met Standard	Number Issued
Total Permits	4776		5389		5777		3632	
Commercial/ Industrial	No Data	261	71%	256	76%	271	85%	159
Residential - SFD	No Data	358	45%	378	60%	412	73%	260
Residential - Quick Check	No Data	No Data	84%	1397	83%	1163	87%	766
Over-the- Counter	No Data	No Data	80%	3358	76%	3931	76%	2447

2. Provide Code Compliance Services that meet the following performance standards:
 - a. Receive, process, and respond to ninety percent (90%) of reporting party (RP) initial complaints in no more than one week from submission date
 - b. Resolve ninety percent (90%) of traditional CCS cases in less than one-year from submission date.
 - c. Resolve ninety percent (90%) of cannabis CCS cases in less than thirty (30) days.
 - d. Return customer/reporting party phone calls and e-mail inquiries within 24 business hours of contact.

Performance Measure Table

	FY 13/14		FY 14/15		FY 15/16		FY 16/17	
Permit Type	Met Standard (%)	Number of Cases	Met Standard (%)	Number of Cases	Met Standard (%)	Number of Cases	Met Standard (%)	Number of Cases
RP status update	No Data	No Data	No Data	No Data	No data	**	**	**
Traditional Cases	No data	No data	40%	270	67%	435	89%	392
Cannabis Cases	No Program	No Program	No Program	No Program	No Program	No Program	0%*	N/A*

* Cannabis data not yet being tracked. Estimate June 2017

** Accela/CRM system currently not functioning to produce this data. Plugin software required and in progress; since 24 hr call-back policy in place 11/7/2016, we have exceeded 90% standard

3. Provide CDRA Counter Services that meet the following performance standards:
 - a. Initial Customer wait-time. The counter team strives to serve eighty percent (80%) of customers within ten minutes (10 min.) of their approved check-in time.
 - b. Total customer service time. The counter team strives to complete each customer's visit including total transfer time to completion in less than twenty minutes (20 min.) for eighty percent (80%) of the customers.
 - c. Issue ninety percent (90%) of over-the-counter permits that same business day.
 - d. Issue ninety percent (90%) of non-structural (no plan check) permits the same business day.
 - e. Receive above average customer satisfaction surveys for eighty percent (80%) of the customers who respond to the survey.
 - f. Return customer phone calls and e-mail inquiries within 24 business hours of contact.

Performance Measure Table

	FY 13/14		FY 14/15		FY 15/16		FY 16/17 (July-Feb)	
Total customers	12,229		13,241		14,249		9,276	
Permit Type	Met Standard (%)	Number Issued same day	Met Standard (%)	Number Issued	Met Standard (%)	Number Issued	Met Standard (%)	Number Issued
Initial Wait <10 min.	74%	3096	65%	2272	74%	3330	70%	1796
Total Service <20 min.	44%	1098	34%	1361	43%	1664	39%	897
Over-the-counter plan check; same day(OTC)	No data	No data	80%	2031	76%	1846	76%	2447
Non-structural (same day; including OTC same day)	No data	No data	Not quantify-able	3358	Not quantify-able	3931	Not quantify-able	1559
Total permits	4677		5389		5777		~4000	

Section 4 - Engineering and Surveying

Overview

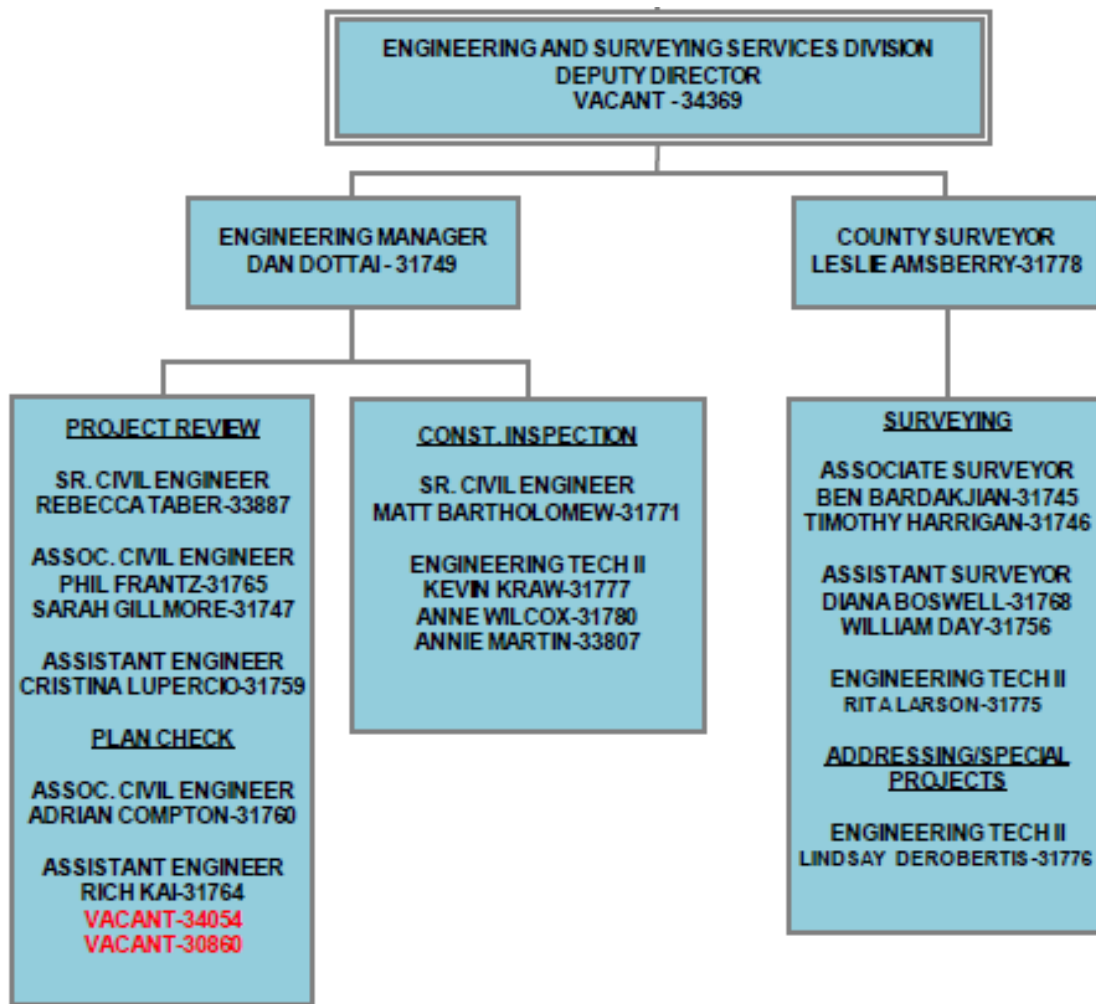
The Engineering and Surveying Division (ESD) participates in the Placer County land development process in several ways. ESD assists in the Project Review of discretionary projects and participates as members of the Development Review Committee at public hearings. ESD is also part of the County's Design/Site Review Committee that evaluates the proposed project's site improvements. ESD is the lead division for the review and approval of Improvement Plans, utility Encroachment Permits, and Final/Parcel Maps. Lastly ESD is responsible for enforcement of the County's Grading Ordinance, Surface Mining and Reclamation Act requirements (SMARA), and for assigning property addresses and road names.

ESD participates in the Placer County land development process in several ways. Project Review staff perform environmental review and conditioning on discretionary projects such as residential and commercial developments, Specific Plans, Use Permits and Variances. They also participate as members of the Development Review Committee at public meetings. The Project Review staff is also part of the County's Design/Site Review Committee that evaluates the proposed project's site improvements.

The Plan Check staff reviews and approves civil improvement plans for utilities (water, sewer, cable, etc.) and encroachment permits for residential and commercial development. This staff is also responsible for enforcing the County's Grading Ordinance and issuing grading permits as well as acting as lead agency for SMARA.

The Survey and Mapping section's primary functions are to review and approve parcel maps and final maps within the unincorporated areas of Placer County and all Records of Survey and Corner Records for the entire county. Survey staff also reviews all easements granted to Placer County for roads, sewer, drainage and public utilities. Other documents reviewed by staff include annexation legal descriptions, tentative maps, boundary line adjustments and lot mergers. They are responsible for assigning, or changing all road names and addresses throughout unincorporated Placer County.

The Construction Inspection section's main function is to oversee and inspect the construction of infrastructure that supports residential and commercial development. Properly functioning public infrastructure can be maintained more cost effectively, allowing for more prudent use of the public's funds. Construction Inspection staff also conduct or supervise quality assurance testing of construction materials as a further means to confirm the adequacy of infrastructure construction, as well as perform field reviews on behalf of our constituents in response to grading, drainage, and water quality concerns.



Notable Accomplishments for Fiscal Year 2016-2017

1. Efficiency Improvements

- Refined and improved performance tracking of submittals for Project Review, Plan Check, and Surveying
- Implemented electronic acceptance and distribution on minor Planning and Engineering and Surveying applications
- Cross-trained Project Review staff to perform plan reviews on Improvement Plans
- Refined inter-division grading complaint and Grading Permit processes with Planning and Code Compliance
- Conducted substantial outreach and training to Agency staff regarding the States Non Pollution Discharge Elimination System and Low Impact Development compliance requirements
- Scheduled and grouped the required annual Caltrans certifications of our soil testing equipment during the slower, winter months

2. Customer Service Improvements

- a. Migrated all Tahoe related Zoning Administrator projects, Design Reviews, Sign Permits, Minor Use Permits, and Business Licenses, from our Auburn staff to our Tahoe staff
- b. Established an on call consultant list to assist with Improvement Plan and Final Map reviews
- c. Implemented updated General Specifications and Standard Design Plates
- d. Established an on call consultant list to assist with material testing and Geotechnical consulting

3. Major Projects

- a. Completed the review for the Placer Vineyards Easements and Offers of Dedications
- b. Commenced the review of the Placer Vineyards Development Phase 1 Backbone Infrastructure Improvement Plans
- c. Completed the review of the Placer Vineyards Fee Program
- d. Developed a protocol for electronic submittals and reviews
- e. Beta tested electronic plan review for Improvement Plans and Subdivision Maps

*Major Goals for Fiscal Year 2017-2018***Efficiency Improvement Goals**

#	Goal	Completion Date
1	Set up tracking and target turnaround times for Grading Permits	Summer 2017
2	Implement a Grading Permit closeout and final inspection process	Summer 2017
3	Develop a more efficient archiving protocol for Final Maps, Parcel Maps and Records of Survey	Summer 2017
4	Update County Code to align with new SMARA Statutes	Fall 2017
5	Set up tracking system for time dependent requirements for SMARA projects	Fall 2017
6	Develop a measuring and tracking system for Construction Inspection workload as a means of assessing inspection efficiencies	Fall 2017
7	Archive/scan Survey Annexation documentation and Special District information	Fall 2017
8	Implement a digital Construction Inspection program whereby plans to be inspected are archived and accessed digitally for ease of handling	Fall 2017
9	Redirect Construction Inspection assets to assist with grading violation investigation and process improvements	Ongoing

Customer Service Improvement Goals

#	Goal	Completion Date
1	Migrate Improvement Plan check duties on Tahoe projects to Tahoe staff	Summer 2017
2	Assume responsibility for the State's Water Quality Control Board, Small Construction permitting for the Lahontan Region	Summer 2017
	Implement electronic plan review for Improvement Plans and Subdivision Maps	Summer 2017
3	Complete MOU with Tahoe Regional Planning Agency permitting	Fall 2017

4	Train Construction Inspection staff to assist with SMARA permits and process improvements	Fall 2017
5	Research a means to sign off construction activities real-time	Winter 2017

Major Project Goals

#	Goal	Completion Date
1	Approve the Phase 2 Improvement Plans for Riolo Vineyard Specific Plan	Summer 2017
2	Look into the possibility of developer-assisted funded Project Facilitators	Summer 2017
3	Approve the first Riolo Vineyard Phase 1 Small Lot Map (Mariposa)	August 2017
4	Approve the Bickford Ranch Large Lot Large Lot Final Map	September 2017
5	Implement the Placer Vineyards Fee Program	Fall 2017
6	Approve seven Placer Vineyards Large Lot Final Maps within Development Phase 1	Winter 2017
7	Complete the review of the Riolo Vineyard Fee Program	Winter 2017
8	Approve the Phase 1 Improvement Plans for the Bickford Ranch Specific Plan	Spring 2018
9	Develop consultant list for large project construction management and inspection	Summer 2018
10	Approve Improvement Plans for the Placer Vineyards Specific Plan Development Phase 1 Backbone Infrastructure	Spring 2018
11	Train and supervise consultant inspection and material testing staff	Spring/Summer 2018

Ongoing Projects and Processes

1. Monitor and report turnaround times on all applications
2. Track responsiveness on outside agency comments
3. Cross-train staff to provide back-up, coverage and workload assistance
4. Peer review draft project review and plan check for consistency and relevancy to agency goals
5. Provide weekly and quarterly job status lists to track project status and trends
6. Conduct environmental reviews and condition projects
7. Review and approve Improvement Plans and Encroachment Permits
8. Review and approve Parcel Maps and Final Maps
9. Review and approve Grading Permits
10. Conduct Mining Inspections
11. Assign addresses and road names

Performance Measures

1. Project Review:

- a. Environmental Impact Report Reviews currently meet target dates 71% of the time; Goal for next FY is 85%
- b. Environmental Questionnaire Reviews currently meet target dates 53% of the time; Goal for next FY is 75%

2. Improvement Plan Check:

- a. Subdivisions currently meet turn-around times 50% of the time; Goal for next FY is 75%
- b. Commercials currently meet turn-around times 75% of the time; Goal for next FY is to maintain 80%
- c. Parcel Maps currently meet turn-around times 30% of the time; Goal for next FY 75%
- d. Encroachment Plans currently meet turn-around times 45% of the time; Goal for next FY is 75%

3. Surveying/Mapping:

- a. Minor Boundary Resolution Reviews currently meet target dates 72% of the time; Goal for next FY is 85%
- b. Final Map Reviews currently meet target dates 50% of the time; Goal for next FY is 85%
- c. Parcel Map Reviews currently meet target dates 42% of the time; Goal for next FY is 75%
- d. Record of Survey Reviews currently meet target dates 38% of the time; Goal for next FY is 50%

4. Long Term Goal (FY 19/20) is to reach 90% on all Performance Measures

Section 5 - Planning Services Division

The Planning Services Division encompasses a variety of roles that historically have been grouped under the headings of *Current* (i.e. new development) and *Long Range* planning. For 2017, a third planning functional area is being created as part of the Long Range Planning team, under the heading of *Housing and Economic Development*.

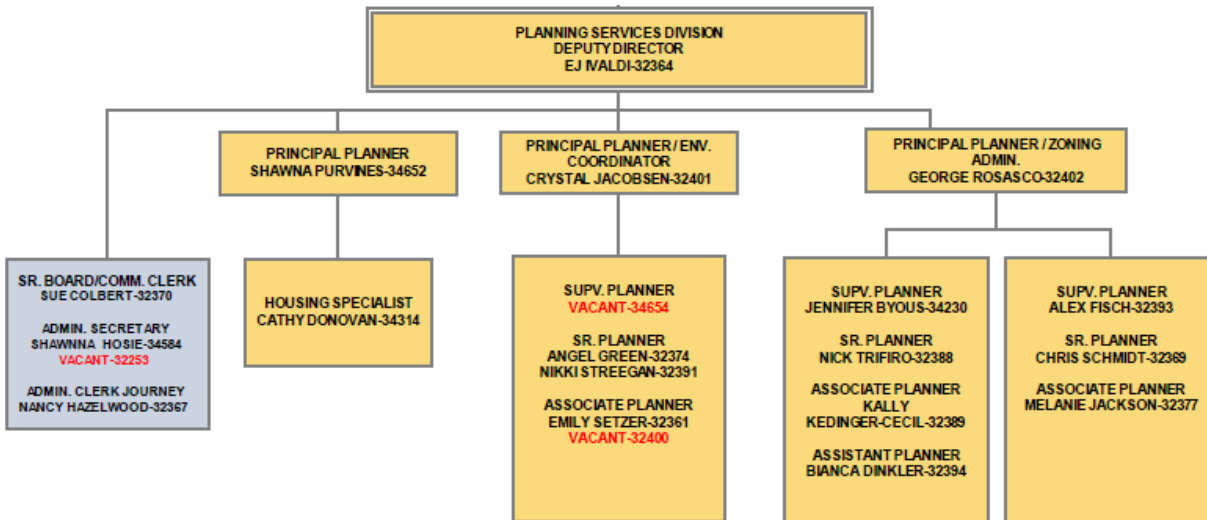
- *Long Range Planning* is primarily policy focused and is divided into two teams.
 - *Advanced Planning* includes the preparation of the County's General Plan, community plans, natural resource planning documents (e.g. Placer County Conservation Plan), and other policy-related matters related to a long-term perspective on growth and the implications of growth on the need to provide governmental facilities and services, and the impacts of growth on the environment.
 - *Housing and Economic Development Planning* focuses on both policy and implementation, involving complex and diverse land use management considerations, supporting a wide variety of projects that bring new housing opportunities and investments to communities within the unincorporated area of the County.
- *Current Planning* activities are primarily implementation focused, including activities such as evaluating and processing applications for development entitlements. Implementation is guided by the overarching policies created by the Long Range Planning team (General Plan, community plans, Zoning Ordinance, etc.) and by state law (Subdivision Map Act, California Environmental Quality Act, etc.), and good planning principles.

In practice, these planning functional areas are intertwined. Adopted policies, ordinances, programs and objectives as directed by the Board of Supervisors and the Placer County General Plan guide recommendations and interpretations of codes. In its simplest version, the Long Range Planning section creates policy that is implemented by the Current Planning section. The reality is more complex, with each section informing/impacting the functions of the others.

Current Planning

The *Current Planning* function is responsible for implementation of the County's General Plan, Community Plans, Specific Plans, Subdivision Ordinance, and Zoning Ordinance as it relates to land use entitlement applications. Processing of development applications includes staff review of general plan amendments, rezones, subdivision maps, conditional use permits, minor use permits, parcel maps, lot line adjustments, certificates of compliance, variances, and other similar land use permits. The Current Planning function provides direction as to how physical development and land use decisions should take place in the County, establishes procedures or

the processing of entitlement applications consistent with State Law (i.e. California Government Code, CEQA, Subdivision Map Act, etc.) and within time limits set by the Permit Streamlining Act. The Current Planning team also provides for the full engagement of County Staff, citizens, Municipal Advisory Councils, and public agencies; and staff support to CDRA front counter services, the Zoning Administrator and the Planning Commission.



Current Planning Funding Sources

- General Fund
- Entitlement Application Fees/At-cost Charges

Current Planning Team

The current planning team includes a Principal Planner, two Supervising Planners, two Senior Planners, two Associate Planners, and two Assistant Planners. The Tahoe office includes two Supervising Planners, a Senior Planner, and an Associate Planner. The Principal Planner oversees the current planning program and also serves as the Zoning Administrator. There are currently two unfilled planning positions, one in Auburn and one in Tahoe.

Current Planning - Notable Accomplishments in Fiscal Year 2016-17

- Zoning Administrator/Parcel Review Committee | 171 entitlement applications
- Planning Commission | 42 entitlement applications
- Martis Valley West Specific Plan
 - General Plan Amendment shifted a portion of allowed development from the East Parcel to the West Parcel, and rezoned 775 acres of the West Parcel from Timberland Production to residential and commercial.
- Placer Gold Industrial Park
 - Parcel from Timberland Production to residential and commercial.

- Lake Vista Estates
 - Planned Residential Development and Conditional Use Permit allowed a total of 15 residential lots ranging in size from 1.12 - 2.4 acres with a 9.64-acre (26.9%) open space area.
- Village at Squaw Valley Specific Plan
 - Comprehensive development and enhancement of approximately 94 acres of the previously developed Squaw Valley Olympic Village area located at the western end of Squaw Valley.
- Auburn Creekside Center
 - Commercial retail center totaling 13.2 acres; 6.6 acres is developed, the remaining 6.6 acres was provided as right-of-way dedication. 90,105 square feet of new retail space and parking for 326 vehicles.
- The Park at Granite Bay
 - Develop a medium density, single-family, detached residential project with 77 lots on a 13.7-acre parcel.
- Ovation Senior Living
 - Assisted living and memory care facility that is classified as a residential care home. A total of 4.5 acres (western portion of site) of the 6.9 acre site is to be developed and approximately 2.5 acres (eastern portion of site) will be set aside for future development.
- Tahoe City Lodge
 - Lodging facility with 120 units with conference rooms, activity center, swimming pool, recreation room, food & beverage outlets and associated parking on a 3.1-acre lot.
- Northstar Mountain Master Plan
 - Development of the ski resort over a projected 20-year period. The Master Plan allows for expansion of existing ski terrain including six new mechanized ski lifts and associated trails, a high-speed gondola that would extend from the Castle Peak parking area to the Northstar Village, new snowmaking and associated infrastructure, additional trails and trail widening, five skier bridges, four new skier service lodges and facilities (restrooms, food and drink service, seating), improvements to existing skier service sites, and relocation of an existing cross country ski center and two new campsite areas.
- Plump Jack
 - Replace the existing inn with a new hotel, residential buildings, underground parking, and a pool/outdoor activity area on an approximately 3.15-acre property.
- Palisades at Squaw
 - Develop a total of 63 residential units, consisting of eight 5-bedroom, 18 4-bedroom, seven 3-bedroom homes, and 30 3-bedroom half-plexes on a 19.9-acre parcel.

FY2017-18 Initiatives**1. Improve Public Service**

- a. Begin converting the Current Planning Process from paper entitlement submittals to electronic submittals. Fully utilize all electronic based programs available to ease public interface with the Division.
- b. Develop internal tracking system of entitlements to ensure that they continue to move through the planning process within an acceptable time frame.
- c. Update miscellaneous Zoning Text Amendments as appropriate
- d. Improve the Current Planning website with more information on projects in process.

2. Process Improvements

- a. As possible streamline the entitlement review process by eliminating unnecessary or repetitive steps/processes.
- b. Examine and evaluate processes between the Current Planning section and internal CDRA Divisions and external agencies and streamline the processes where possible.

3. Economic Development

- a. Integrate the County Economic Development Office into the current planning process.

4. Staff Training and Development

- a. Provide more training to staff to improve their knowledge base and better serve the public.

Major Goals for Fiscal Year 2017-18

#	Goal	Completion Date
1	Comprehensive Zoning Text Amendment that updates the setback provisions and other related sections to bring them into conformance with current planning practices and standards.	July 2017
2	Implement new Pre-Development meeting process that includes meeting facilitator and comprehensive pre-development application checklist delivered 24 hours prior to meeting.	June 2017
3	Improve at-cost project time accounting for major projects (i.e. cost accounts, user codes etc.) to simplify and ensure that that current planners' time is accurately captured, thereby recovering more of the Section's costs.	May 2017/Ongoing
4	Preparation of an Accela handbook and provide training in Accela to ensure that Accela accurately reflects the work of the Current Planning Section and provides easy tracking of the section's workload.	May 2017
5	Continue to update the Zoning Ordinance on a yearly basis to conform to current trends and standards in the Planning industry.	Ongoing
6	Coordinate with the Economic Development Director to integrate economic development concepts and practices into the current planning process.	June 2017/Ongoing
7	Train all current planners to become highly effective Project Managers: <ul style="list-style-type: none"> - Improve communication with co-workers, project applicants, and the public. - Improve ability to quickly identify and mitigate potential project-related issues; and - Allow project completion in a faster, more efficient, and cost effective manner. 	Ongoing
8	Ensure that all current planners receive regular training so that they are proficient in all areas of the development process and can readily assist any applicant through the County's permitting process. Training courses include, but are not limited to: <ul style="list-style-type: none"> - Training from internal experts (e.g. Civil Engineers, Transportation Engineers, Water Quality specialists, Plan Checkers, etc.); and - Training from outside vendors on topics such CEQA, the Subdivision Map Act, the Permit Streamlining Act, and Customer Service. 	Ongoing

Performance Measures for Fiscal Year 2017-18

1. Predevelopment
 - a. Current Planning Section Principal Planner shall insure that checklists and agendas are sent via email 24 hours prior to all Pre-Development meetings. Solicit and receive feedback from the Development Improvement Committee on the new process and adjust it as needed.
2. Accela
 - a. Spot check Accela records against action agendas from the Parcel Review Committee, Zoning Administrator, Planning Commission, and Design Site Review Committee on a quarterly basis to insure that data entry is adequate and complete.

Long Range Planning

The Long Range Planning (LRP) team is responsible for helping the Board of Supervisors (Board) develop plans, policies, ordinances and programs. Long range planning involves highly complex and diverse land use decisions that require a careful balancing of competing economic, social and environmental interests. LRP is comprised of two teams: the Advanced Planning team, and Housing & Economic Development Planning team.

LRP Funding Sources

- General Fund
- Grants
- Low-Mod Income Housing Asset Fund
- County Housing Trust Fund
- Fees (in-lieu)
- Other funding opportunities (e.g. impact fees) under consideration

Advanced Planning Team

The advanced planning team consists of a Principal Planner, two Senior Planners, and an Associate Planner. The Principal Planner oversees the advanced planning team. The advanced planning team is responsible for the preparation of the County's General Plan, community plans, natural resource planning documents, zoning codes, and other policy, ordinances, and programs. These work programs are related to the County's long-term perspective on growth and the implications of growth on the need to provide governmental facilities and services, and the impacts of growth on the environment. Long range planning involves complex and diverse land use and natural resource management considerations and Board decision-making which requires careful balancing of competing economic, social and environmental interests.

Housing and Economic Development Planning Team

The newly created housing and economic development planning team includes a Principal Planner and a Housing Specialist. The Principal Planner oversees the housing and economic development team. The Housing and Economic Development Planning team within the Planning Services Division of CDRA is responsible for the implementation, management and reporting of projects and programs for housing and economic development policies, ordinances and objectives as directed by the Board of Supervisors and the General Plan.

Major Projects and Prioritization

The following matrix prioritizes all major County-initiated land use projects managed by CDRA's LRP team. Attached to the prioritization matrix is a table that lists other major team projects and ongoing responsibilities. Project descriptions and details, including anticipated timelines and FY 2017-18 deliverables, are provided in the sections below.

PROJECT PRIORITIZATION MATRIX FISCAL YEAR 2017/18					STRATEGIC GOALS					INVESTMENT CONSIDERATIONS				Project Risk Score
Major County-Initiated Long Range Planning Projects Managed by CORA Advanced Planning and Housing and Economic Development Planning Teams					Priority: Get things done by finding what	Priority: Set Strategic Countywide Foundation	Priority: Good Governance	Priority: Affordable Housing or Economic	Investment Considerations	Investment Considerations	Investment Considerations	Investment Considerations	Investment Considerations	
Project Description	Timeframe	Project Prioritization	Estimated Annual FTE	Priority: Get things done by finding what	Priority: Set Strategic Countywide Foundation	Priority: Good Governance	Priority: Affordable Housing or Economic	Investment Considerations	Investment Considerations	Investment Considerations	Investment Considerations	Investment Considerations	Investment Considerations	Project Risk Score
Regional University Specific Plan Amendment	Complete March 2018	1	0.1	Yes	Maybe	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11
Suwannee Area Platted Ranch Specific Plan	Complete August 2018	1	1.5	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	17
Duval County Center Market Plan	TBD	1	0.1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	20
Affordable Housing Program	Complete November 2017	1	0.5	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	7
-Land Acquisition/Survey County Land Analysis	TBD	1	0.05	No	Maybe	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	23
-Site Standards Review and Jurisdictional Comparison Analysis	TBD	1	0.05	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	23
-Develop Affordable Housing Investment Strategy	TBD	1	0.1	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	26
-Fee Deferral/Waiver Reevaluation	June 2018	2	0.2	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	25
-Secondary Duelling Ordinance Update	August 2017	1	0.2	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	31
-Permit Streamlining Review	Ongoing	2	0.2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	27
Tallahassee Area Plan - TRPA/Placer MOU for Implementation of New Area Plan	September 2017	1	0.1	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	27
Community Plan Technical Update	Complete Summer 2018	1	0.5	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	23
-Granite Bay Community Plan - Transportation Technical	Complete December 2018	2	0.5	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	25
Climate Action Plan	Complete December 2018	2	0.5	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	18
Placer Legacy Program - Program Implementation	- December 2017 - December 2018	2	0.1	Yes	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	14
County Ordinance Amendments:	- September 2017 - September 2017 - TBD - TBD - December 2018	2	0.25	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	20
-Chapter 17 Targeted ZTA Update														
-Water Efficiency Landscaping Ordinance														
-Cell Tower Ordinance Update														
-Sign Ordinance Update														
-Cannabis Ordinance														
-Wardland Ordinance Update														
Winery/Brewery Ordinance	April 2018	2	0.5	Yes	Maybe	Maybe	Yes	Yes	Yes	Yes	Yes	Yes	Yes	13
Civic engagement/participation plan and website update	October 2017	2	0.015	No	Maybe	Maybe	Yes	Yes	Yes	Yes	Yes	Yes	Yes	27
Subtotal FTE from above					Subtotal FTE from above					Subtotal FTE from above				
Subtotal FTE from next page					Subtotal FTE from next page					Subtotal FTE from next page				
Total FTE Needed					Total FTE Needed					Total FTE Needed				
Total Approx. FTE Available					Total Approx. FTE Available					Total Approx. FTE Available				
Total FTE Available					Total FTE Available					Total FTE Available				

Total FTE, including staff time for projects with funding and timeline yet to be determined.

Other Major Long Range Planning Projects and Ongoing Responsibilities (FY 2017-18)	Estimated Annual FTE
Administration	
General Administration: Contract Initiation and Administration, Invoice Processing, Public Inquiry Responses, Web Page Management, Budget Preparation and Monitoring, Records Management, etc.	0.15
County's Legislative Platform - State and Federal Advocacy	0.05
Interdepartmental working groups including but not limited to: Housing, Economic Development, Transportation, etc.	0.2
Public Records Act Requests	0.01
Subtotal	0.41
Advanced Planning	
General Plan Update/Community Plan Updates - Meadow Vista Community Plan - Streetscape Design Standards Update - Foresthill Divide Community Plan - Ridgeline Protection Standards	0.15
General Plan Annual Progress Report in Coordination with Housing and Economic Development (2017 Calendar Year) Placer Legacy Implementation - Grant writing and administration, parcel resource evaluations, project support for parks and trail planning, restoration projects.	0.06
	0.1
Housing and Economic Development Land Use	0.31
Housing Element Implementation - project support (meeting with property owners, developers, financers, etc.) and Oversight of First Time Homebuyer program, Housing Rehabilitation program, and other funding programs	1
2021 Housing Element Comprehensive Update (Initiate process in 2018)	0.15
Housing Element Annual Progress Report In Coordination with Advanced Planning (2017 Calendar Year)	0.06
CDBG Application for Public Facilities Improvement in Support of Affordable Housing	0.25
External Agency Coordination (e.g., EDCTC, SACOG, Water Agency) related to land use projects	0.05

Disadvantaged Unincorporated Communities (DUCs) - Updates to Land Use and Housing Elements	0.05
Subtotal	1.56
Other CDRA Long Range Planning Projects and Ongoing Responsibilities TOTAL	2.28

Notable Accomplishments for Fiscal Year 2016-17

- Completed a comprehensive update to all community plans and land use regulations in the Tahoe Basin with the adoption of the Tahoe Basin Area Plan and Implementing Regulations.
- Completed an update to the Secondary Dwelling Unit Ordinance to allow units on smaller parcels and completed an ordinance to waive County permit fees for secondary dwelling units that are deed restricted for affordability.
- Completed an update to the Emergency Shelter Ordinance to allow emergency shelters in three additional zone districts.
- Prepared, submitted, and was awarded a nearly \$1 million grant for a conservation easement in western Placer County.
- Completion of Quartz Ridge affordable housing multi-family housing development, 64 units in North/Auburn Bowman
- Development of The Martis Fund, Homebuyer Assistance Program Truckee/Tahoe, 19 homebuyer assistance loans were made
- Participation in the Truckee-Tahoe Affordable Housing Survey
- Completed an Existing Conditions Report, Economic Market Analysis, and Opportunities and Constraint Report for the County's update to the Sunset Industrial Area Plan, now referred to as the Sunset Area Plan.
- Completed a Storm Water Quality/Low Impact Development Manual for western Placer.
- Community Development Block Grant Program
 - *Completion of CDBG 13-CDBG-8938*, curb, gutter and sidewalk improvements in the residential grid as part of the Kings Beach Commercial Core Improvement Project.
 - *CDBG Supplemental Activities - Advocates for Mentally Ill Housing* – Provided a loan for the acquisition of a group home in North Auburn for clients with diagnosed mental health conditions
 - *CDBG Supplemental Activity* – Funding to Auburn Interfaith Food Closet - Provided funding that provided meals to 911 participants.
 - *CDBG Supplemental Activity* – Lighthouse Family Resource and Counseling Center provided funding for rental and utility subsistence payments 22 households assisted.
 - *CDBG Supplemental Activity* – Child Advocates of Placer County – Funding for advocate training to represent 75 children in court proceedings.

Major Fiscal Year 2017-18 Initiatives

1. **Development Projects.** The County has embarked on three major priority projects that include components of affordable housing and economic development. Staff is assisting to streamline the review process to initiate project development.
 - a. **Sunset Area/Placer Ranch** - The County is updating its 1997 Sunset Industrial Area Plan, now known as the Sunset Area Plan. The Area Plan, encompassing 8,100 acres, is intended to achieve the County's long-term vision of promoting economic development and job growth. As part of this work program, the County is processing the Placer Ranch Specific Plan (PRSP), which is located within the Sunset Area Plan boundary. The PRSP will provide critical backbone infrastructure to the Sunset Area, as well as act as a catalyst to job creation. The PRSP includes a wide range of land uses, including various types of residential, commercial, light industrial, and park/open space areas. The cornerstone of the proposed PRSP project is the inclusion of a 301-acre satellite campus of California State University Sacramento.
 - b. **Dewitt Center** - The Placer County Government Center anticipates a mixed use plan inclusive of residential, commercial, public services and civic space that can support a revitalization of the government center and the generation of new tax revenue.
 - c. **Regional University** - The University of Warwick is anticipated to be a major economic and employment generator for the County. A request to amend the Regional University Specific Plan was submitted to accommodate University of Warwick planned programming. This request included providing for additional on-campus housing so that the university can fully function as an undergraduate campus that provides adequate housing opportunities for its faculty and students. In addition, the proposed amendment includes the relocation of the neighborhood commercial site to a location that increases the site's visibility and accessibility.
2. **Prepare County Affordable Housing Program** - Housing Element program B-9 requires the county to consider adopting an affordable housing program. The intent is to support a wide range of housing types for a variety of household incomes, while ensuring flexibility in its approach to providing affordable housing opportunities. Program development and implementation will include the following:
 - a. **Land Supply Assessment and Identification of Affordable Housing and Economic Development "Hot Spots" and opportunity areas.** The County may establish a program by which Affordable Housing and Economic Development "Opportunity Areas" will be identified for future development through a Land Supply Assessment survey. Areas will consist of mid-large size undeveloped/underdeveloped areas or infill areas where future development is expected and should be directed. These areas will be established based on several criteria, including strategic locations within the General Plan planning areas, proximity to services and have the ability to advanced General Plan and Community Plan goals.
 - b. **Prepare higher density and non-residential site standards requirement assessment and jurisdictional comparison.** The project tasks will include a

- comparison of like localities for site design and development standards (e.g. setbacks, height, lot coverage, etc.).
- c. **Identify potential County policy and ordinance amendments in support of Affordable Housing and Economic Development.** A package of possible amendments will be prepared for Board consideration following the completion of the Land Supply Assessment, Site Standards Comparison Analysis and review of plans and programs for consideration of in-lieu fees, co-op housing, Transit Oriented Design, Mixed Use, Live/Work, prototype products for tiny houses, 2nd unit, studio apartments, fee deferral/waivers, and other various housing programs.
 - d. **Develop Affordable Housing Investment Strategy.** Affordability is important to investors because it determines profitability and marketability. Initial steps include establishing a definition of affordable housing and reviewing which groups best represent the target market (e.g. family workforce, singles, seniors, people with disabilities, off campus student housing, etc.). This is followed by determining accepted levels of profitability and marketability. Finally the strategy will look at financing, action steps, and any wider business and social implications of affordable housing investment.
3. **Climate Action Plan (CAP).** The CAP will serve as a comprehensive roadmap outlining various programs and policies within the County's General Plan that will build upon previous Green House Gas Emission inventories – a County operational inventory and a community-wide inventory, which were prepared in FY 2010-11 and FY 2011-12. A Request for Proposal to solicit bids for the CAP preparation was released in late February 2017. It is expected that a consultant will be selected in April 2017 and staff will bring forward a contract for the Board's consideration in late May/early June 2017.
 4. **Tahoe Basin Area Plan – Tahoe Regional Planning Agency (TRPA)/Placer MOU -** As required by the TRPA, following the recent adoption of the Tahoe Basin Area Plan the County must prepare a Memorandum of Understanding (MOU) with TRPA. The MOU is required to be completed within six months of adoption of the Area Plan and must include a detailed outline of the land use permitting authorities within the Tahoe Basin for which the County intends to take responsibility. It is expected that the MOU will be presented to the Board in June 2017 for approval and to the TRPA Governing Board for final approval in July 2017
 5. **Increase Public Outreach and Participation for LRP activities.** Staff will develop an overall civic engagement/participation plan for CDRA's LRP projects and programs. To ensure consistency with other County outreach and notification efforts, staff will work with the County's PIO's office.
 - a. **Advanced Planning**
 - i. Advanced Planning website will be expanded to include project specific pages inclusive of project summaries, key dates and printable fact sheets that can be downloaded/printed for easy distribution.

b. Housing and Economic Development Planning

- i. Housing website will be updated in a manner that creates a template that may be used by other sections of CDRA. Site will include project specific pages and fact sheets that can be downloaded/printed for easy distribution.
- ii. Staff will work with the CEO to assemble eastern and western housing task forces that will meet regularly to address housing opportunities and solutions. Example of the task forces would include the following:
 - *Western County Task Force:* Placer County Community Foundation, Legal Services of Northern California, BIA, Cities, Placer CDRA, CEO, ED, HHS, etc.
 - *Eastern County Task Force:* Tahoe Truckee Community Foundation, Town of Truckee, County of Nevada, TRPA, North Tahoe Family Resource Center, Placer CDRA, CEO, ED, HHS, etc.
- iii. Work with Office of Economic Development to plan, administer, research, analyze, and direct activities as needed to support public awareness of County economic development related projects and programs.

6. Coordinate with Economic Development Director

In coordination with Economic Development Director, LRP will work to establish a cross-functional interdepartmental Economic Development team that will plan, research, analyze, administer, and direct activities as needed to support the County Economic Development goals and priorities. Work with Office of Economic Development to develop an Economic Development “Strike Team” and protocol for implementation.

Major Goals/ Performance Measures for Fiscal Year 2017-18

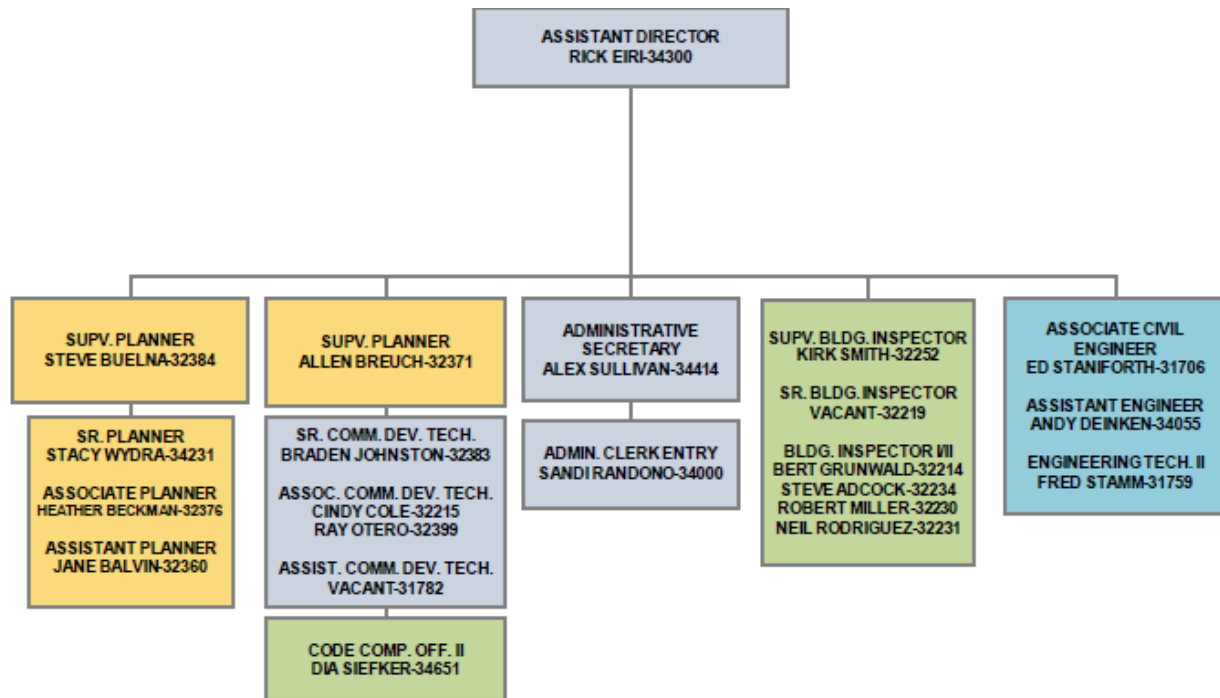
	LONG RANGE PLANNING GOAL	TARGET COMPLETION DATE/ PERFORMANCE MEASURE
1	Public Outreach and Civic Engagement	
1.a	Increase public awareness of LRP activities (projects, programs, policies, etc.)	<ul style="list-style-type: none"> • Work with PIO office to increase media news and updates on LRP projects. • Expand website to include copies of public notices, project pages and “Fact Sheets” for each program or project.
2	Coordinate with Economic Development	
2.a	In coordination with ED Director, develop a County ED strike-team protocol	<ul style="list-style-type: none"> • Establish September 2017
2.b	In coordination with ED Director, establish an interdepartmental ED team to discuss County ED priorities and deliverables	<ul style="list-style-type: none"> • Establish May 2017

	ADVANCED PLANNING GOAL	TARGET COMPLETION DATE / PERFORMANCE MEASURE
1	Policy Documents/Projects	
1.a	Finalize the Administrative Draft Sunset Area Plan and Placer Ranch Spec Plan	<ul style="list-style-type: none"> Complete by May 2017.
1.b	Begin preparation of the Administrative Draft EIR for the Sunset Area Plan/Placer Ranch Specific Plan	<ul style="list-style-type: none"> Initiate preparation by June 2017.
1.c	Kick off the preparation of the Climate Action Plan	<ul style="list-style-type: none"> Complete by August 2017
2	Zoning Text Amendments	
2.a	Release the Winery/Brewery Ordinance Draft EIR for public review	<ul style="list-style-type: none"> Draft release by January 2018.
2.b	Complete the Water Efficiency Landscape Ordinance	<ul style="list-style-type: none"> To BOS for adoption by September 2017.
2.c	Complete the Chapter 17 Targeted ZTA	<ul style="list-style-type: none"> To BOS for adoption by August 2017.
2.d	Complete the Tahoe Basin Area Plan TRPA/Placer MOU	<ul style="list-style-type: none"> To BOS for adoption by July 2017 and to TPRA Governing Board by September 2017.
2	Placer Legacy and Environmental	
3.a	Initiate environmental review for the Truckee River Corridor Access Plan	<ul style="list-style-type: none"> Release NOP for EIR by November 2017
3.b	Initiate environmental review for the Squaw Creek Restoration Plan	<ul style="list-style-type: none"> Release MND by August 2017

	HOUSING AND ECONOMIC DEVELOPMENT GOAL	TARGET COMPLETION DATE / PERFORMANCE MEASURE
1	Development Projects	
1.a	Assist with project documents for Sunset Area/Placer Ranch, Dewitt Master Plan, and Regional University in support of Affordable Housing and Economic Development	<ul style="list-style-type: none"> • Initiate April 2017. • Provide support for workforce housing and employment-generating uses.
2	Affordable Housing Plan	
2.a	Prepare a Land Supply Assessment, including surplus County lands, for future HE and ED opportunity sites.	<ul style="list-style-type: none"> • Initiate May 2017. • Identify opportunity areas for housing and economic development focus in future. • Identify funding sources for potential develop sites.
2.b	Prepare higher density and non-residential site standards requirement assessment and jurisdictional comparison.	<ul style="list-style-type: none"> • Identify possible regulatory constraints (e.g. height limitations, lot coverage etc.). • Complete jurisdictional comparison analysis
2.c	Identify potential County policy and/or ordinance amendments that support County Affordable Housing and Economic Development goals and objectives.	<ul style="list-style-type: none"> • Prepare Secondary Dwelling Unit Ordinance Update (SB 1069/2299) and informational materials. • Update to MACs in May, Planning Commission in July and BOS for adoption by August 2017. • Complete Secondary Prototypes March 2018
2.d	Assemble at least two Housing working groups (East and West slope)	<ul style="list-style-type: none"> • Initiate May 2017. • Work with BIA, Realtors, Foundation, etc. to ensure an appropriate cross-section of interest are represented.
2.e	Assess and report on existing CDRA housing and economic development programs/project including grant management related activity.	<ul style="list-style-type: none"> • Prepare annual prioritized work program and take draft to BOS in June and for final endorsement October 2017. • Assess existing programs and outcomes and prepare recommended program revisions (if any) by January 2018
2f	Develop Affordable Housing Investment Strategy.	<ul style="list-style-type: none"> • Draft to Board August 2018
2.f	Complete required Annual Reports for General Plan and Housing Element	<ul style="list-style-type: none"> • Prepare Annual Housing Implementation Progress Report • Prepare General Plan Annual Report • To BOS for adoption by March 2018.

Section 6 - CDRA Tahoe

The Community Development Resource Agency satellite office in Tahoe (CDRA-Tahoe) participates in all aspects of the Placer County land development process, including Planning, Engineering and Surveying, Building, Code Compliance and Counter Permit Services. CDRA-Tahoe staff is able to assist the public with most of their needs from planning entitlement to civil improvements to building permits and inspection. Additionally, the Tahoe office assists with Tahoe Regional Planning Agency (TRPA) requirements that are unique to the Lake Tahoe area, and will be taking on increasing duties associated with TRPA and Lahontan Regional Water Quality Control Board over the next few years.



*Notable Accomplishments for Fiscal Year 2016-2017***1. Efficiency Improvements:**

- a. Implemented electronic acceptance and distribution on minor Planning and Engineering and Surveying applications
- b. Improved the Pre-Development process by including early distribution of checklists, applicant presentations, and meeting agendas
- c. Implemented a more formal Planning entitlement and project tracking system
- d. Refined inter-division grading complaint and Grading Permit processes with Planning and Code Compliance
- e. Implemented Zoning Administrator Officer presiding via video conferencing
- f. Cross-trained Engineering and Surveying staff to perform site assessments and improvement plan review
- g. Hired Engineering Technician to assist with TRPA related issues and Grading Permits
- h. Front Counter Permit Technician training (in-house and external)
- i. Implemented customer check-in using Envoy
- j. Better defined processes for administrative, clerical and front counter services
- k. Hired full-time secretarial and clerical support

2. Customer Service Improvements:

- a. Migrated all Tahoe related Zoning Administrator projects, Design Review, Sign Permits, Minor Use Permits, and Business Licenses, from Auburn staff to Tahoe staff
- b. Provided Pre-Development checklists to applicant at least 48 hours in advanced
- c. Created a Code Compliance Officer position to address customer complaints in Tahoe/Truckee area
- d. Implemented “Over the Counter Tuesdays” for processing simple Building Permits
- e. Implemented online permitting for simple Building Permits
- f. Developed a hand out describing the requirements and contact information for Special Event requests
- g. Video conferencing for public hearings

3. Major Projects:

Completed processing the following projects:

- a. Northstar Mountain Master Plan
- b. Tahoe City Lodge
- c. Tahoe Basin Area Plan
- d. Palisades at Squaw
- e. PlumpJack Squaw Valley Inn
- f. Tahoe Cedars
- g. Martis Valley West Specific Plan
- h. Village at Squaw Valley Specific Plan
- i. Tahoe City Emergency Services Helipad
- j. Major construction activity on Peak 10, Voltaix, Schaffer’s Mill 2D and 3B, TEA

*Major Goals for Fiscal Year 2017-2018***Efficiency Improvement Goals**

#	Goal	Completion Date
1	Reorganize office and staff to group staff closer to their work groups	Summer 2017
2	Implement Zoning Administrator staff presentations via video conferencing	Summer 2017
3	Set up tracking and target turnaround times for Grading Permits	Summer 2017
4	iPads for field inspectors	Fall 2017

Customer Service Improvement Goals

#	Goal	Completion Date
1	Implement in-house Improvement Plan review	Summer 2017
2	Complete new Memorandum of Understanding to assume more responsibility for TRPA permitting	Summer 2017
3	Assume responsibility for the State's Water Quality Control Board, Small Construction permitting for the Lahontan Region	Summer 2017
4	Implement electronic plan review for Improvement Plans and Subdivision Maps	Summer 2017
5	Create Developer's Guide and Process Flow Chart	Spring 2018

1. Major Project Goals:

Process the following development projects:

- a. Lau Lima development project
- b. Alpine Sierra Subdivision
- c. Alpine Meadows/Squaw Valley Base to Base Gondola
- d. Whitewolf Subdivision
- e. Woodvista Subdivision
- f. North Tahoe Marina Master Plan
- g. Truckee Mini Storage project
- h. Tahoe Maritime Museum

Ongoing Projects and Processes

1. Economic Development Process Improvements (Tahoe focus)
2. Monitor and report turnaround times on all applications
3. Track responsiveness on outside agency comments
4. Cross-train staff to provide back-up, coverage and workload assistance
5. Peer review draft project review and plan check for consistency and relevancy to agency goals
6. Provide weekly and quarterly job status lists to track project status and trends
7. Conduct environmental reviews and condition projects
8. Review and approve Improvement Plans and Encroachment Permits
9. Review and approve Grading Permits
10. 24-hour response to all customer phone call and email
11. Front Counter Permit Technician training
12. Work with Lahontan on adjustments to our Small Construction Permit agreement
13. Work with TRPA on adjustments on new MOU
14. TRPA Process Improvement – engagement with TRPA and local jurisdiction to create TRPA permitting process improvements and to learn from other jurisdictions
15. Tahoe Talk – County/TRPA Permit Processing talks with the public

Performance Measures

1. **Building:** Reference Standards from page 26.
2. **Front Counter:** Reference Standards from page 27.
3. **Engineering and Surveying:** Reference Standards from page 33.
4. **Planning:** Reference Standards from page 39.

Section 7 - Placer County Conservation Program

Overview

The Placer County Conservation Program (PCCP) applies to western Placer County with the goal of providing an effective framework to protect, enhance, and restore the natural resources in specific areas of the County while facilitating economic development by streamlining environmental permitting for Covered Activities including public and private development projects; road, water and other infrastructure; and, the Placer Parkway and the Interstate 80/Highway 65 interchange project. Within this framework, the PCCP will achieve conservation goals, comply with state and federal environmental regulations, accommodate anticipated urban and rural growth, and permit the construction and maintenance of infrastructure needed to serve the County's population.

The PCCP includes two separate, but complementary, components that support two sets of state and federal permits:

- **Western Placer County Habitat Conservation Plan and Natural Community Conservation Plan**, known as the HCP/NCCP or "Plan." The Plan is a joint HCP/ NCCP that will protect fish and wildlife and their habitats and fulfill the requirements of the federal Endangered Species Act (ESA), the California Endangered Species Act (CESA), and the California Natural Community and Conservation Planning Act (NCCP Act).
- **Western Placer County Aquatic Resources Program**, referred to as CARP. The CARP will protect streams, wetlands, and other water resources and fulfill the requirements of the federal Clean Water Act (CWA) and analogous state laws and regulations.

The Plan is being prepared by the local agencies that will become *Permittees*, in cooperation with state and federal regulatory agencies:

- Placer County
- City of Lincoln
- South Placer Regional Transportation Authority (SPRTA)
- Placer County Water Agency (PCWA)
- Placer Conservation Authority (PCA), created to implement the HCP/NCP and the CARP on behalf of the other Permittees

The **Resource Agencies** are state and federal resource protection agencies with regulatory authority regarding some aspect of the PCCP. The Resource Agencies comprise the *Wildlife Agencies* and the *Water Quality Agencies*.

The **Wildlife Agencies** are the permitting agencies under the federal ESA, the CESA, and the California NCCP Act:

- California Department of Fish and Wildlife (CDFW)
- U.S. Fish and Wildlife Service (USFWS)
- National Marine Fisheries Service (NMFS), National Oceanic and Atmospheric Administration (NOAA)

The **Water Quality Agencies** are the permitting agencies under the state Porter-Cologne Water Quality Control Act and the federal CWA:

- Central Valley Regional Water Quality Control Board
- U.S. Army Corps of Engineers (USACE)
- U.S. Environmental Protection Agency (USEPA)

The Permittees will vest the responsibility for implementing the Plan in the PCA. Although the PCA will oversee implementation of the Plan on behalf of the Permittees, the Permittees will ultimately be responsible for compliance with all the terms and conditions of the state and federal permits.

Program Elements

Habitat Conservation Plan (HCP)/Natural Community Conservation Plan (NCCP): The Western Placer County HCP/NCCP describes how to avoid, minimize, and mitigate effects on endangered and threatened species, thereby addressing the permitting requirements relevant to these species for Covered Activities. This Plan is both an HCP intended to fulfill the requirements of the ESA and an NCCP to fulfill the requirements of the NCCP Act. As an NCCP, this Plan not only addresses effect mitigation but will also provide for the conservation and management of listed species and help preclude the need to list additional species in the future.

County Aquatic Resources Program (CARP): The CARP is a component of the PCCP that identifies, classifies, ranks, and protects aquatic resources within Placer County by providing a framework to obtain permits for impacts on aquatic resources within the Plan Area. The CARP will include an Aquatic Resource Ordinance and be implemented as part of the PCCP to supplement HCP/NCCP requirements for aquatic resources. The CARP classifies the various aquatic resources within the county that are under USACE (404 permit), Regional Water Quality Control Board (RWQCB) (401 permit), and CDFW (1602 permit) authority. The CARP will ensure that impacts on waters of the county are avoided, minimized, and mitigated at a landscape level by establishing buffers around aquatic resources and identifying important areas for protection and inclusion in the PCCP Reserve System.

In-Lieu Fee (ILF): Under the In-Lieu Fee Program, compensatory mitigation requirements under Section 404 of the Clean Water Act (CWA) can be fulfilled by payment of a fee. Fees paid under the PCCP cover mitigation requirements for impacts to both aquatic resources and special status species. The PCCPILF program will ensure that compensatory mitigation projects (creation, enhancement, and restoration) that are funded with mitigation fees for impacts to Aquatic Resources of Placer County will occur within the Reserve Acquisition Area (RAA) and will help to achieve the goals and objectives of the HCP/NCCP conservation strategy. The PCA will use fee revenues to develop and implement aquatic resources preservation, enhancement, restoration, and creation projects in accordance with the HCP/NCCP and in consultation with the USACE, USEPA, the Regional Water Quality Control Board, U.S. Fish and Wildlife Service, National Marine Fisheries Service, and California Department of Fish and Wildlife (CDFW).

Cultural Resources Management Plan (CRMP): The CRMP ensures that individual projects that participate in the PCCP consider the effects that they will have on cultural resources. In compliance with Section 106 of the National Historic Preservation Act of 1966, agencies must take into account the effects that their undertakings have on historic properties in advanced, and that, among other things, they consult with federally-recognized tribes and the State Historic Preservation Officer (SHPO). CEQA compliance requires consideration of impacts to historical resources, as well as a mandatory tribal consultation process.

Placer Legacy: The Placer Legacy Program protects Placer County's diverse open space and agricultural resources and helps maintain the county's high quality of life while promoting its economic vitality. While it has similar goals with the PCCP, Placer Legacy is a separate program that acquires land, which can contribute to the PCCP Reserve System. Open space is protected through Placer Legacy to maintain agriculture as a viable part of the economy, protect animal and plant diversity, protect/expand outdoor recreation areas, protect areas scenic or historically significant areas, establish open space buffers between communities, and ensure public safety.

Program Objectives

1. Provide comprehensive species, natural community, and ecosystem conservation in the Plan Area
2. Provide for the conservation and management of the Covered Species in the Plan Area and contribute to the recovery of listed species in Placer County and Northern California
3. Protect and enhance biological and ecological diversity in the county
4. Establish a regional system of habitat reserves to preserve, enhance, restore, manage, and monitor native species and the habitats and ecosystems upon which they depend
5. Enhance and restore stream and riparian systems inside and outside the habitat reserves to provide additional benefit to native fish and other stream-dwelling species
6. Allow issuance of permits to the Permittees for lawful incidental take of species listed as threatened or endangered pursuant to the ESA; streamline and simplify the process for future incidental take authorization of currently non-listed species that may become listed during the permit term
7. Allow issuance of permits to the Permittees for take of both species listed under the CESA and species not listed, pursuant to the NCCP Act
Standardize avoidance, minimization, mitigation, and compensation requirements of all applicable laws and regulations related to biological and natural resources within the Plan Area so that public and private actions will be governed equally and consistently, thereby reducing delays, expenses, and regulatory duplication.
8. Provide a less costly, more efficient project review process that will result in greater conservation than the current project-by-project, species-by-species endangered species compliance process
9. Provide the conservation and mitigation framework for the CARP
10. Provide a means for local agencies receiving permits to extend incidental take authorization to private entities subject to their jurisdiction, integrating endangered species permitting with local land use authorization

Notable Accomplishments in Fiscal Year 2016–17

- Draft In-Lieu Fee Program released by the Corps for public comment (Jan. 2016)
- Draft CARP to agencies, stakeholders and Ad-hoc Committee (Feb. 2016)
- Draft HCP/NCCP to agencies, stakeholders and Ad-hoc Committee (Mar. 2016)
- PCCP Chapter Review completed with agencies and stakeholders (Nov. 2016)
- U.S. Army Corps of Engineers Wetland Permitting Strategy Issued (Jun. 2016)
- Draft Ordinances submitted to agencies and stakeholder committees (Jun. 2016)
- Second revised CARP to the agencies and stakeholders (Sep. 2016)
- PCCP Draft Implementing Agreement to agencies and stakeholders (Oct. 2016)
- Submitted Cultural Resource Management Plan to agencies (Dec. 2016)
- Consultant continued preparation of the Admin. Draft EIR/EIS (Ongoing)

Major Goals for Fiscal Year 2017-2018

#	Goal	Completion Date
1.	Submit Draft In-Lieu Fee Instrument to IRT	Pending re-write
2.	Deliver Screen Check Draft CARP and Draft MOU to Agencies (1 month review)	Goal: February 2017 Status: Submitted Jan. 2017
3.	Deliver Screen Check Draft HCP/NCCP to Agencies (1 month review)	May
4.	Admin Draft EIR/EIS review by Agencies (3 month review)	June
5.	Finalize Public Review Draft HCP/NCCP/CARP	Q3
6.	Admin Draft EIR/EIS Agency comments incorporated into document	Q3
7.	Live edit meeting for Public Review Draft HCP/NCCP and EIR/EIS with County/City and wildlife agency staff.	Q3
8.	Deliver Public Review Draft EIR/EIS, HCP/NCCP and CARP	Q3
9.	USFWS prepares NEPA Notification of Availability (NOA) of public review draft HCP/NCCP, public review draft IA, and public review draft EIS/EIR. Section 106 consultations with USFWS, SHPO and Native Americans/interested parties	Q3
10.	USFWS publishes NOA in Federal Register	Q3
11.	Release of Public Review Draft HCP/NCCP/CARP and EIR/EIS. Formal review period for document package.	Q3-4
12.	Response to comments and Program revisions	Q4
13.	Draft job descriptions and begin Civil Service and recruitment process	Q4
14.	Prepare JPA formation documents and code amendment templates	Q4

The Way Forward

In 2017, the Program should be completing Administrative Review and beginning the Public Review process. The Program has not been widely reviewed by the public and we anticipate the need for significant outreach. The Program's budget will need to expand from prior years in order to accomplish the goals outlined above, as will the need for dedicated staffing of approximately 2.5 FTEs, beyond the current Administrator position, to begin early implementation. The current state and federal regulatory policy environment will continue to evolve due to uncertainty in current wetland and endangered species regulation, as will agency staffing and Department of the Interior Section 6 funding, which the Program requires to ultimately implement the conservation strategy.